

**Idaho Board of Health and Welfare
Minutes
September 21 & 22, 2006**

The Board of Health and Welfare convened at:
Region 1 Office
1120 Ironwood Drive
Coeur d'Alene, Idaho

INDEPENDENT SUBCOMMITTEE WORK SESSION

Board members divided into their assigned subcommittee workgroups to discuss topics for their subcommittee reports, Agenda Item #3.

CALL TO ORDER

Chairman Kenyon called the meeting to order at 1:20 pm.

ROLL CALL

Bill Walker, Deputy Director called the roll on behalf of Richard Armstrong.

Board Members Present:

Quane Kenyon, Chairman
Dr. Richard Roberge
Richard Armstrong
Stephen Weeg
Dan Fuchs
Don Gross
Sara Nye
Commissioner Tom Stroschein
Senator Dick Compton
Representative Sharon Block

Board Members Absent:

Janet Penfold

Department of Health and Welfare Staff Present:

Dave Butler, Deputy Director
Bill Walker, Deputy Director
Jeanne Goodenough, Deputy Attorney General
Tom Shanahan, Public Information
Sherri Kovach, Administrative Procedures
Lauren Laskarris, Management Services
Kathleen Allyn, Division Administrator, Behavioral Health
Michelle Britton, Division Administrator, Family and Community Services

Others Present:

Amy Castro, Legislative Services Office
Bill von Tagen, Deputy Attorney General

PUBLIC COMMENT PERIOD

Chairman Kenyon opened the floor for public comment for 15 minutes on any subject not specifically shown on the agenda. Since no one stepped forward to make any comments, the comment period was closed.

AGENDA ITEM #1: INTRODUCTION OF REGION 2 BOARD MEMBER, COMMISSIONER TOM STROSCHIN

Tom Stroschein stated that he appreciates the opportunity to serve on the Board. He was surprised to be called by the Governor's office. He has been a County Commissioner for four years, and on the Region II and State Mental Health Planning Board. He was really impressed with the employee recognition event the morning of September 21st. He is looking forward to working with the Board members and Department employees.

AGENDA ITEM #2: APPROVAL OF BOARD MINUTES

Chairman Kenyon presented the minutes of the July 20-21, 2006 meeting for adoption.

Motion: Stephen Weeg moved for approval of the minutes of the July 20-21, 2006 Board meeting.

Second: Dr. Roberge

Vote: Motion carried. 8 Ayes 0 Nays 1 Absent

AGENDA ITEM #3: SUBCOMMITTEE REPORTS

■ Dan Fuchs reported on behalf of Janet Penfold, chair of the Support Services subcommittee. Mr. Fuchs stated that the subcommittee met as a workgroup to review the current Department financials, the budget of the Board, and the two major Information Technology (IT) projects: Medicaid Management Information System (MMIS) and the eligibility system, EPICS. The group also received an update on Human Resources. Mr. Fuchs stated that the Department is showing good fiscal responsibility: personnel costs are under approximately \$250 thousand on expenses of \$26.3 million, operating expenses are reported to be under by \$2 million on a spend of \$18.3 million, capital outlay is under by \$315 thousand, and trustee and benefits are \$17.3 on expenses of \$250 million. The Department's largest expense area, Medicaid trustee and benefits, is being reduced from \$1 billion 195 million to approximately \$1 billion 170 million. The trended expense estimate shows expenditures will be approximately \$1 billion 150 million, leaving a surplus of total funds of \$20 million or approximately \$6 million in general funds.

The Board of Health and Welfare previously spent \$5,000 in 2005 and \$8,100 in 2006. The Board was not appropriated any additional funds in HB832 and the estimated budget is \$97,400. As of August 31, 2006, the Board has spent \$14,500. A straight-line projection shows the Board spending less than the budget. However, the projection did not include the expenses for the printing of the annual report, which is estimated to be \$22,000. Including the printing costs of the annual report, the Board will spend approximately \$103,000 for the year. Mr. Fuchs added that the increase in Board spending also was due to the increased frequency in meetings and that they are now holding more meetings around the State.

Expenses for both IT projects are far below the projections. Both projects are beginning to contract for more staff, which will increase the spending levels. MMIS currently has \$8.7 million remaining and EPICS has \$5.5 million remaining in its budget.

Board members requested status updates of the MMIS and EPICS projects. Mr. Butler responded that the in regards to the MMIS project, the Department is waiting for Centers for Medicare and Medicaid (CMS) to approve the requests for proposals (RFPs). Once they are approved the RFPs will be issued. There was a bidders' conference held with 23 vendors attending. The Department is using a different approach. The four RFP's will be for a service integrator, an accounts payable module, a pharmacy system, and a document management system. Four RFPs will potentially increase the number of bidders. The goal is to release the RFP's during the first part of October. The RFP's will be available to be bid on for 90 days; from there, an evaluation team will score the bids and award the contract.

Mr. Butler reported that a room in the basement of the central office had been redone and now holds twenty EPICS employees. The EPICS team is off and running. They have started working on the eligibility system, looking at current processes, evaluating what should be customized, and what business processes can be changed to avoid over customization. Russ Barron and Bruce Dunham are overseeing the Self Reliance and Information Technology staff and are working together very well. The EPICS team identified one work process that caused a two week delay. This delay would shut the system down for processing and updates. The software was reconfigured, decreasing the two weeks down to only four days, increasing productivity. Members asked what the next step was. Mr. Butler stated the existing system is now being worked on. The Legislature previously appropriated \$5.5 million and the budget request for this year is \$10 million.

- Don Gross, chair of the Community and Legislative Services subcommittee, distributed and reviewed a summary of the proposed eight legislative ideas forwarded to the Division of Financial Management in early August. Mr. Gross reviewed the bill-proposing process as such: proposed bills go from the Department by the first part of August to Governor's Office, then the Governor approves them in September, however the Governor may opt to sit on some of the bills. The Department has the option to postpone certain bills. One of the possible legislative ideas was to change in the name of the State School and Hospital. The discussion continued with how the Board would like to become more involved with the bill process before they go to the Governor. One option would be to discuss the proposed bills at the July meeting and to provide input. Mr. Gross stated that although the bills have gone to the Governor's Office, the Board may still make recommendations on those bills. Bill Walker explained that last year the Department proposed between 10 and 12 bills and by the time the session was over approximately 60 bills were printed regarding the Department. Board Members recommend a weekly tracking of bills proposed by other organizations and their disposition. Once they understand who the germane committee chairs will be in December, this information will help them in testifying as to their recommendations about certain bills.

Discussion continued with the Board members expressing their interest in being a part of the hiring/interviewing process for Department management level vacancies in their regions. The discussion progressed with the Board's concern regarding the importance of regional directors. Senator Compton stated there have been past discussions within the Legislature regarding the role of the regional directors and foresees future discussions. Representative Block agrees that the regional directors are invaluable at the local level. Mr. Gross suggested that part of the problem is an unclear job description. Director Armstrong stated that a new job description has been created and the Department is working to finalize the description. Mr. Armstrong also stated that he has discussed this issue with Governor James E. Risch. The Governor expressed his interest in keeping the positions of regional directors.

■ Dr. Roberge, chair of the FACS and Welfare subcommittee, distributed and reviewed a summary of four areas of discussion related to the FACS and Welfare divisions. Dr. Roberge discussed the Department's Food Stamp program. The Food Stamp program is regulated and directed by the federal government. The Department was found to be out of compliance and the federal partners have asked the Department to refund federal matching money. Director Armstrong has asked for a review based on the evidence that our compliance difficulty was due in part to inconsistent advice given by Food Stamp personnel at the federal level.

Dr. Roberge then discussed the social worker shortage for Children and Family Services. The subcommittee believes the problem was caused by cuts made by the legislature within the last five years, poor retention of long term personnel, and low recruitment. Due to these shortages, the staff work load has risen to levels considered onerous by personnel and has been causing low morale. The Department is looking into benchmark levels from other states and national organizations to support requests for funding to increase staffing. Dr. Roberge also stated that retention for masters level social workers is improving. The subcommittee believes that the Department is still doing a good job even though they are short-handed.

Dr. Roberge mentioned the third issue: verifying citizenship for all persons before receiving Health and Welfare assistance; a federal mandate of deficit reduction legislation. Dr. Roberge moved on to the last topic regarding communicating with Legislators. Dr. Roberge commented that the subcommittee feels strongly that the Board needs to contact the germane committee chairs to discuss topics the Department has a strong interest in. Senator Compton added that the Legislature deals with figures and not descriptive stories. If members talked about the individuals assisted by the Department rather than figures, they will capture the Legislators' attention.

■ Stephen Weeg reported on the status of the Health Services subcommittee. Modernization of Medicaid is going forth but the federal government did not allow the State to drop the old base plan so there are currently three. The Department will need to figure out a way to phase out the old plan so that the new plan can really take hold. Rules have been promulgated and the Department is in the public hearing process. Sherri Kovach added that there have been hearings and some comment.

Mr. Weeg stated that the subcommittee spent some time discussing the Department's plan for the Division of Behavioral Health Services. The subcommittee felt positive about the stance the Department took, which emphasizes the elements of a system of care rather than whether it should be in place A or place B. The Mental Health and Substance Abuse Interim Committee is interested in knowing if the Board has a position on the situation. The subcommittee discussed some ways in which the Board might want to respond: 1) Don't take a position. Sit back and watch. 2) Support the plan as presented by Kathleen Allyn and the Department. 3) Have independent review of model states before coming to a conclusion. Where is cooperation working, organizational structure that is effective, what level of Governor and legislative support was needed, before deciding where it should be. Mr. Weeg stated that the bigger issue is what the system of care should look like. There will have to be interagency cooperation regardless of organizational structure. Mr. Weeg emphasized that this should not be a hurried decision.

As the discussion continued, Board members questioned whether or not the Department is on track with the time frame initially proposed with rolling out the Medicaid Reform plan. Director Armstrong stated the Department is on track. However, the Department has to receive certain approvals from the federal government along the way. Therefore, that which the Department controls is on track. Board members asked to see from the Department a timeline of where we are versus where we projected we would be in the July meeting. Director Armstrong stated that document is available and will get it to them.

■ Dr. Roberge attended the Idaho Interagency Committee on Substance Abuse Prevention and Treatment on August 30th, 2006, and reported to the Board. Dr. Roberge stated that every agency in the State that has anything to do with substance abuse attended the meeting including Corrections, Law Enforcement, Education, judiciary, county health, and the Department of Juvenile Corrections. Jim Tibbs was named the Drug Czar and elected chairman of the interagency committee. There were three major topics discussed at the meeting. There had been a similar meeting in 2001 with a lot of recommendations being made but with no implementation. The committee plans to review these recommendations. The committee found that there is no set of standards for evaluation of drug abuse and drug abuse treatment. The committee recognizes the need for standard assessments.

The group also was concerned about the loss of the Access to Recovery (ATR) funds. Approximately \$7.5 million in funds will sunset in FY07. The funds have been used throughout multiple agencies to implement drug treatment and prevention programs. Kathleen Allyn added that the next meeting will be held Wednesday, the 27th in the JR Williams Building. Dave Butler stated that a decision unit for \$6.5 million has been placed in the '08 budget to help relieve the impact of losing the ATR funds. Board members questioned what time was a good time to provide support or input on the budget and legislative processes related to this issue. Sara Nye stated that part of having the Governor's Office on this Board will help to with relaying the message. She is also the budget analyst so the message has been heard. Governor Risch supports the \$6.5 million, but the decision will lay with the next Governor. Representative Block stated that also having the germane committee chairs on the Board helps to carry the Board's position. The chairs present to JFAC and knowing the Board's position is helpful.

AGENDA ITEM #4: DIRECTOR'S REPORT

Director Armstrong provided a brief update on Department activities:

■ All vacant management level positions have been filled except for the Deputy Director overseeing the Divisions of Welfare and Family and Community Services. Director Armstrong stated that he is very pleased with how the individuals have moved into these new positions quickly and easily. He is currently searching for a Deputy Director. He hopes to have a candidate for this position in the next few months. Director Armstrong stated he was being thorough in his search due to the need to find someone with expertise in the engineering of processes and systems. The Director stated his concern with possible changes happening in January 2007. By November, we will know who will be Governor and what that will mean for the Department. In the meantime, the statistics of the Department are improving.

■ The Director and Dave Butler discussed some litigation involving the state lab, which is located by the Old Penitentiary, East of Boise. The lab has been busy testing for West Nile virus, among other things. The State received a grant to build a special lab that could handle anthrax and other terrorist activities. Litigation is pending, with the State filing a counterclaim for lack of performance. There is to be a tour of the facility by JFAC on Thursday, which will be attorney-client privileged in part. There is a decision unit for \$900,000 for the State's part of the \$1.5 million it will take to finish the work.

■ The Director then offered some of his time to the Legislators for any legislative updates. Representative Block commended the Department for moving forward with Medicaid Reform and keeping the Legislature up to date. Representative Block stated that Senator Cameron had requested a person responsible and dates for implementation of the bills for Medicaid reform. She believes that it would be a good idea to consult with Senator Cameron as chair of the health care task force.

Senator Compton stated that the most important part of the Medicaid reform legislation was the roll-out of the changes. The Legislature will be interested in knowing how it is coming along. Senator Compton stated that 2007 may be a very interesting year if the newly elected Governor has a conservative

philosophy. It is important that the Board does understand the mission and the important role the Department plays in Idaho. The more the Board understands and articulates the better. Bad decisions can take years to dig out of – it will be a fragile situation.

- Director Armstrong deferred the discussion regarding the Department's Strategic Plan until agenda item # 11.

- Jeanne Goodenough discussed the Jeff D. Trial update on behalf of the Director. Ms. Goodenough stated that this 26-year-old lawsuit originally involved the placement of adolescents among adults at State Hospital South. Over the years, the State has entered into compliance decrees, the latest of which was the subject of a hearing that ended on Tuesday, September 19. Each side presented about a dozen witnesses and over 400 exhibits. The Department's evidence showed what a tremendous effort staff have made to comply with over 200 action items by which compliance would be measured. The parties have some time to submit their final documents, after which the Court will enter its decision.

**AGENDA ITEM #6: INTERIM COMMITTEE ON MENTAL HEALTH & SUBSTANCE ABUSE:
FOLLOW-UP FROM 9/19/06 MEETING**

Due to Kathleen Allyn's flight schedule Agenda Item #6 was moved ahead of Agenda Item #5 with permission from Chairman Kenyon.

Kathleen Allyn reviewed and distributed the testimony she gave at the Interim Legislative Committee on Mental Health and Substance Abuse, September 19, 2006. Ms. Allyn added that her goal was to describe to the interim committee what a good public sector behavioral health system would look like and cover for a complete system of care. Ms. Allyn continued to review the recommendations on what the Department has started to implement, proposals that are coming in the 2007 Legislature, and beyond. Ms. Allyn stated that a recurring concern raised by the Department's partners and families is the definition of Serious Emotional Disturbance (SED). They are currently looking at the impact of broadening the definition to include conduct disorders. Board members were concerned that broadening the definition would relocate healthy kids into the plan for individuals with disabilities. Ms. Allyn responded that qualification would be defined based on particular scale on the Child and Adolescent Functional Assessment Scale (CAFAS). She believes it will affect about 100 children. The Division of Behavioral Health would work closely with Medicaid to develop a coordinated system. Board members were concerned about shortages of professional staff (case managers and child psychiatrists). Ms. Allyn explained there has been some progress made with increasing compensation and the Division of Human Resources is currently developing a plan to improve the situation.

Board members commended Ms. Allyn for doing such an incredible job putting the plan together. Board members discussed when and how the Board should endorse the principles in the document. Senator Compton recommended taking a position earlier than later. A letter will be drafted for review and adoption by the Board members.

**AGENDA ITEM #5: HEALTH QUALITY PLANNING COMMISSION:
FOLLOW-UP FROM 8/29/06 MEETING**

Senator Compton gave a report of the 8/29/06 Health Quality Planning Commission (HQPC) meeting. Senator Compton stated that HQPC was created through statute to look at use of technology; what is going on in the State, what could be done, what are the models to follow, and what is the role of the private sector. The HQPC hired a facilitator to run the first meeting and 2 experts spoke at the meeting. Attendees explained what their hopes were for the meeting. Senator Compton was pleased at the reaction.

There was a lot of enthusiasm. The second meeting is on the 28th with other speakers. Each entity will explain what systems they use and how they work. Senator Compton stated that there was some anxiety about the State possibly dictating what software would be used. Senator Compton believes it would be helpful to know what system would interface with most of the hospitals in the State. Kootenai Medical is already tied in to St. Maries. Doctors use PDAs to know where all the patients are, rather than reading charts. Anything we can do to get better information reduces the cost of Medicaid too. Board members were curious to know if there was any discussion of using outcome based medicine or telemedicine. Senator Compton replied that the HQPC will look at best practices and hopefully down the road they will have a good information system to track outcomes. Senator Compton stated that the committee had not gotten into discussing any specifics like telemedicine but it is an area of interest and will become part of the discussions.

AGENDA ITEM #7: PHYSICIANS/MEDICAL GROUPS AND MEDICAID PATIENTS

Director Armstrong and Dave Butler reported on Agenda Item #7 due to Dick Schultz' absence. During the July 20-21, 2006, Board meeting, Dr. Roberge reported that one of the difficulties he found when working in his practice was to obtain physician referral for Medicaid patients. Director Armstrong distributed a point-in-time comparison chart of Medicaid eligibles, Medicaid primary care physicians (PCPs) and the general population. Director Armstrong stated that the chart explains how many PCPs are available per 1000 Medicaid population, by county. Director Armstrong stated the most common complaint has been reimbursement rates. If doctors serve too many Medicaid patients, they lose too many dollars. Director Armstrong believes the positive side of this is that there has been a growth in public health clinics. Discussion ensued with Board members expressing concerns with there not being enough pediatricians accepting children covered by Medicaid. Board members would like to have a better interpretation of the numbers in order to better evaluate the situation. Members suggested the possibility of having the numbers interpreted by an individual. Dr. Roberge suggested the idea of a tax advantage or tax credit as an incentive for doctors to accept Medicaid patients.

AGENDA ITEM #8: PHYSICIANS AND MEDICAID PROVIDER NUMBER

Director Armstrong reported on behalf of Dick Schultz. During the July 20-21, 2006, Board meeting Board members raised the question: If a provider delivered services to a Medicaid patient and was not signed up as a Medicaid provider, could they receive payment for services rendered? Director Armstrong stated that yes they can receive payment, but would need a provider number, which can be applied for after services have been provided.

AGENDA ITEM #9: BOARD ANNUAL REPORT

Dave Butler distributed and reviewed a draft version of the Board's annual report. Members were asked to review the document and then mail the reports with any edits or changes back to the Department for final adjustments. Board members asked that the report's appearance be conservative and not overdone.

AGENDA ITEM #10: FY '08 BUDGET SUBMISSION

Dave Butler distributed and reviewed a synopsis of the FY08 Budget that was submitted to the Division of Financial Management and Legislative Services on September 1, 2006. Board members were interested in the impact of the new Medicaid Reform plan on the budget, particularly the drop in the numbers for Medicaid spending. Dave Butler responded that the drop was in part due to combination of both lower utilization rates, less client growth and Medicare Part D. Growth has slowed to about 2%. Board members recognized the increased interest in the Medicaid expenditure numbers by Legislators.

AGENDA ITEM #12: ADJOURNMENT

Chairman Kenyon moved to adjourn the Board meeting at 4:55 pm. The Board will reconvene on Friday, September 22, 2006 at 8:00 am. Agenda item #11 was moved to Friday at the Chairman's request.

**BOARD OF HEALTH AND WELFARE
FRIDAY, SEPTEMBER 22, 2006:**

CALL TO ORDER

Chairman Kenyon called the meeting to order at 8:01 am.

ROLL CALL

On behalf of the Richard Armstrong, Secretary; Tom Shanahan, Public Information called the roll. All members were present with the exception of Janet Penfold and Stephen Weeg; both members were absent.

AGENDA ITEM #11: STRATEGIC PLAN SUBMISSION

Director Armstrong reported on the status of the 2007-2011 Strategic Plan. Director Armstrong stated that the plan was submitted on July 1, 2006. This plan is different from those in the past. This plan is outcome driven and sets a prioritized timeline for meeting measurable objectives. The plan also includes a new goal, customer satisfaction. Director Armstrong stated that the Department was still in the process of determining which survey method would best be able to determine customer satisfaction and be able to measure how well the Department is doing. Senator Compton recommended that the Department send a clear message to staff that good customer service is a priority. He also recommended that a customer service award be added to the employee recognition program. Bill Walker stated that in the past the Department has tried to measure customer service by sending a post card survey home with individuals after they applied for services. Mr. Walker believes that it has been approximately eight years since a customer service study was done and the new study will be more intensive.

AGENDA ITEM #13: BOARD TRAINING ON ETHICS AND OPEN MEETING LAWS

Bill von Tagen, Deputy Attorney General, provided a PowerPoint presentation regarding Ethics in Government and Idaho Open Meeting Laws. Board Members discussed their concerns regarding ethics and open meeting laws. Mr. von Tagen stressed the importance of exercising ethics. Members questioned conflicts of interest like abstaining from votes, accepting gifts and how lobbyists are able to get away with taking Legislators out to lunch or dinner. Mr. von Tagen suggested that Board members just remember that they are public servants and if they question whether it is ethical or not, they can turn to the ethics manual or ask the Department's Deputy Attorney General. Representative Block made a statement for the record disclosing that Commissioner Tom Stroschein is her brother. Tom Stroschein in turn stated Representative Block is his sister.

Discussion moved on to Idaho open meeting laws. Mr. von Tagen reviewed the nine exceptions to the open meeting laws. Board members questioned whether or not the subcommittees were subject to the

open meeting laws. Mr. von Tagen stated he did believe that sub-groups, subcommittees, and work groups were exceptions to the open meeting law as long as they were a management/informative function of the Board and no decisions were made when they met. A better term for the Board's subcommittees would be workgroups. He suggested that if it is possible, to open up the meetings to the public. Mr. von Tagen also suggested that the subcommittee meetings be an item on the agenda.

Board members were curious to know if there is any protection for email. Mr. von Tagen stated that email fits within the definition of a document and members should never send anything through email that they wouldn't want published. Sara Nye, Division of Financial Management and Office of the Governor representative also mentioned that any e-mail with sensitive information is or can be considered as public record.

AGENDA ITEM #14 SERVICE INTEGRATION PRESENTATION, REGION 1

Michelle Britton distributed and reviewed a brief history of Service Integration along with an update on the current model. Ms. Britton added:

- Efforts are now towards early intervention strategies
- Developing this philosophy with communities
- Developing strong families, such as "what is it that they already have" and allowing them to know their strengths
- Do not want to give them more services than they need (not all individuals need more than the basic services)
- Long range plan is to have an integrated application
- Add population based services.

Ms. Britton stated that Service Integration is an effort to direct individuals to the right door the first time. Ms. Britton reported that there have been fulltime equivalent positions (FTEs) created to meet early prevention needs through navigators who connect people with services. The Department along with the navigators are educating other resources of requirements for services and referrals which allow for coordination with the communities for services. Senator Compton asked how assistance provided by the counties works in with Service Integration. Ms. Britton responded that short term assistance like rent assistance was and is provided by counties. However, now counties are referring some of them to Health and Welfare. The rent payments are sent to the vendors and not to the clients in order to prevent the client from receiving assistance from both the Department and the county for the same need. The discussion continued with how the Department could avoid duplication of services. Ms. Britton discussed the I-view system, an automated system that assists navigators in integration, but as of yet does not include whether the client is receiving assistance through Medicaid. The navigation process also allows non-profits and communities to coordinate efforts to eliminate duplication of services.

AGENDA ITEM #15 REMAINDER OF BOARD MEETINGS FOR 2006

It was the consensus of the Board to hold the November 16 & 17, 2006, in Boise.

MISCELLANEOUS INFORMATION

Bill Walker stated that at this time there are 8 rule dockets for November's meeting. Some are appearing before the Board twice or three times.

Representative Block requested a presentation be made to the Board regarding coal fired plants and request that the Board take a stand on the issue.

Dr. Roberge requested clarification as to how the Board would respond to the Department of Health and Welfare's plan to improve the delivery of mental health and substance abuse services to Idahoans and to respond to the possibility of behavioral health services being moved out of the Department and into a new and separate bureaucracy. A letter will be drafted for review and adoption by the Board members.

Dr. Roberge also requested the Board members receive a summary sheet of bills currently before the Senate and House. Bill Walker reported that the legislative and operations subcommittee had discussed this and a bill tracking report will be sent to Board members.

AGENDA ITEM #16 ADJOURNMENT:

Motion: Chairman Kenyon moved to adjourn the meeting at 11:19 am.

Vote: Motion carried. 7 Ayes 0 Nays 2 Absent

Respectfully signed and submitted by:

Quane Kenyon, Chairman, Health and Welfare Board

Richard M. Armstrong, Secretary, Health and Welfare Board

Lauren Laskarris, Management Analyst and Recorder